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Hilltop Planning Workshop Team

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A black and white photograph of a city street at night, heavily blurred to convey motion. Light trails from cars and streetlights are visible. The image is framed by a white border, which is itself set against a dark grey background.

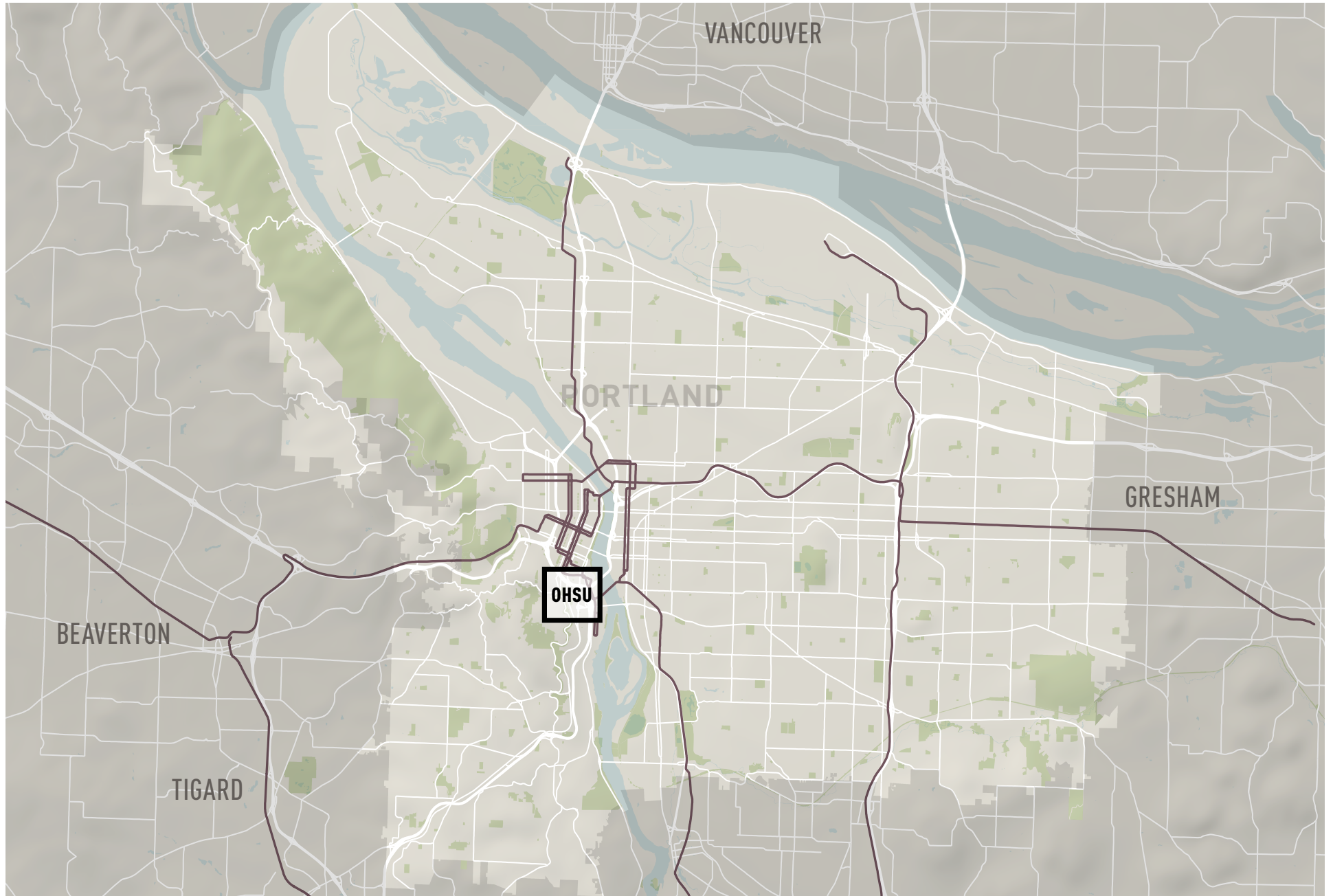
NIGHT ACCESS PLAN

OREGON HEALTH & SCIENCE UNIVERSITY

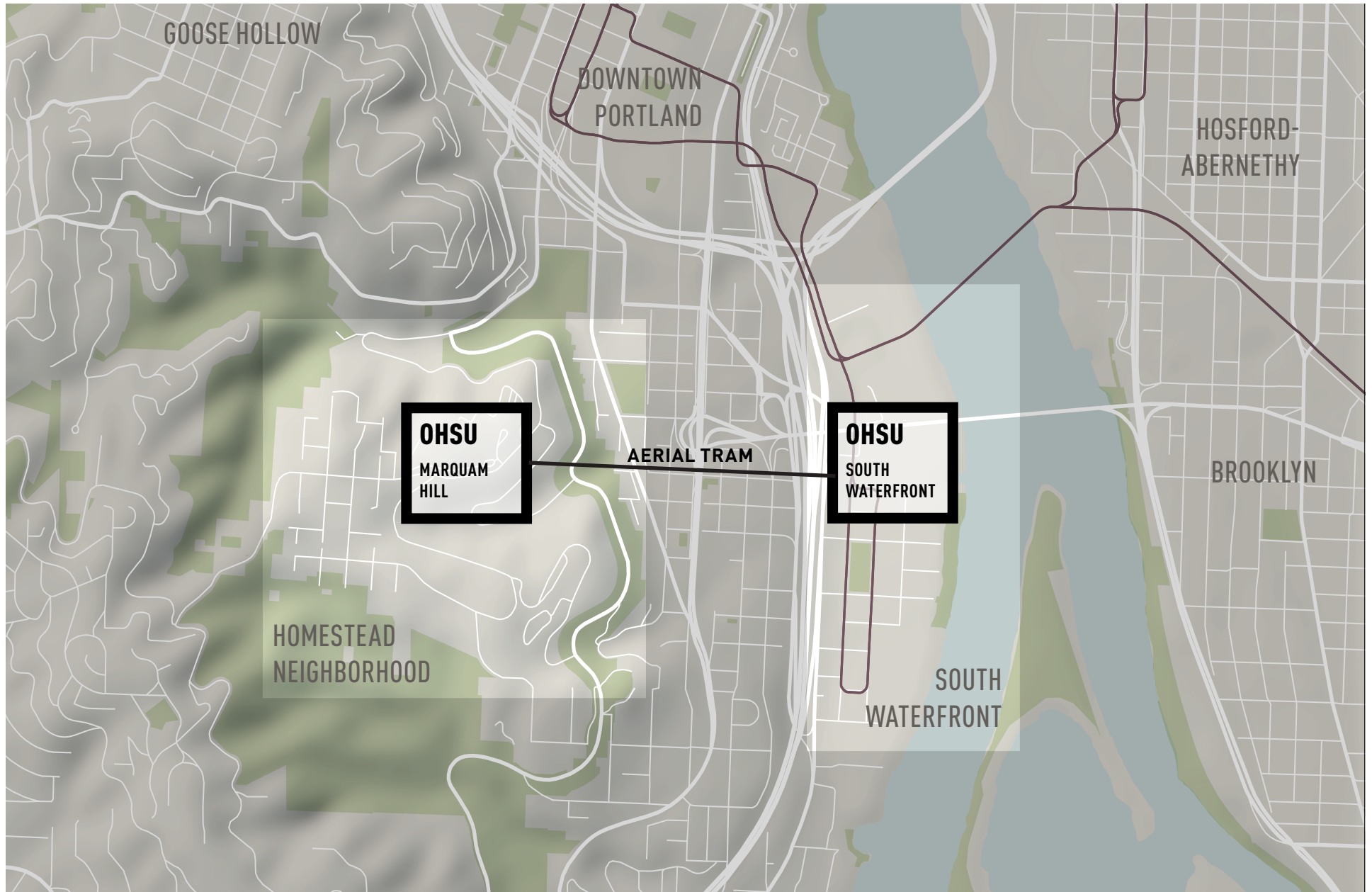
PRESENTATION OVERVIEW

- › Background on OHSU
- › What challenges do employees face in traveling to and from OHSU at night and early in the morning?
- › What can OHSU do to make it easier for employees to get to and from OHSU at night and early in the morning?

WHERE IS OHSU?



THE CENTRAL CAMPUSES





OHSU BY THE NUMBERS

250,000 PATIENTS PER
YEAR

5,000 STUDENTS

16,000 EMPLOYEES

2,000 CONTRACT
WORKERS

OHSU'S RELEVANCE

\$3.3 billion ECONOMIC
OUTPUT

\$229 million YEARLY LOCAL
REVENUE





**WHAT CHALLENGES DO EMPLOYEES
FACE WHEN TRAVELING TO AND FROM
OHSU AT NIGHT AND EARLY IN THE
MORNING?**

UNDERSTANDING THE CHALLENGES

- › 1. Why are employees traveling to and from OHSU at night and early in the morning?
- › 2. Who is traveling to OHSU at night?
- › 3. Where are employees coming from?
- › 4. When are employees traveling to and from OHSU at night?
- › 5. How are employees traveling to and from OHSU?
- › 6. How can employees travel to and from OHSU?
- › 7. What obstacles do employees face in trying to get to and from OHSU at night

WHAT ARE THE CHALLENGES?

- › 1. Spatial and temporal availability of transportation options
- › 2. Affordability of transportation options
- › 3. Actual and perceived safety getting to and around the central campuses

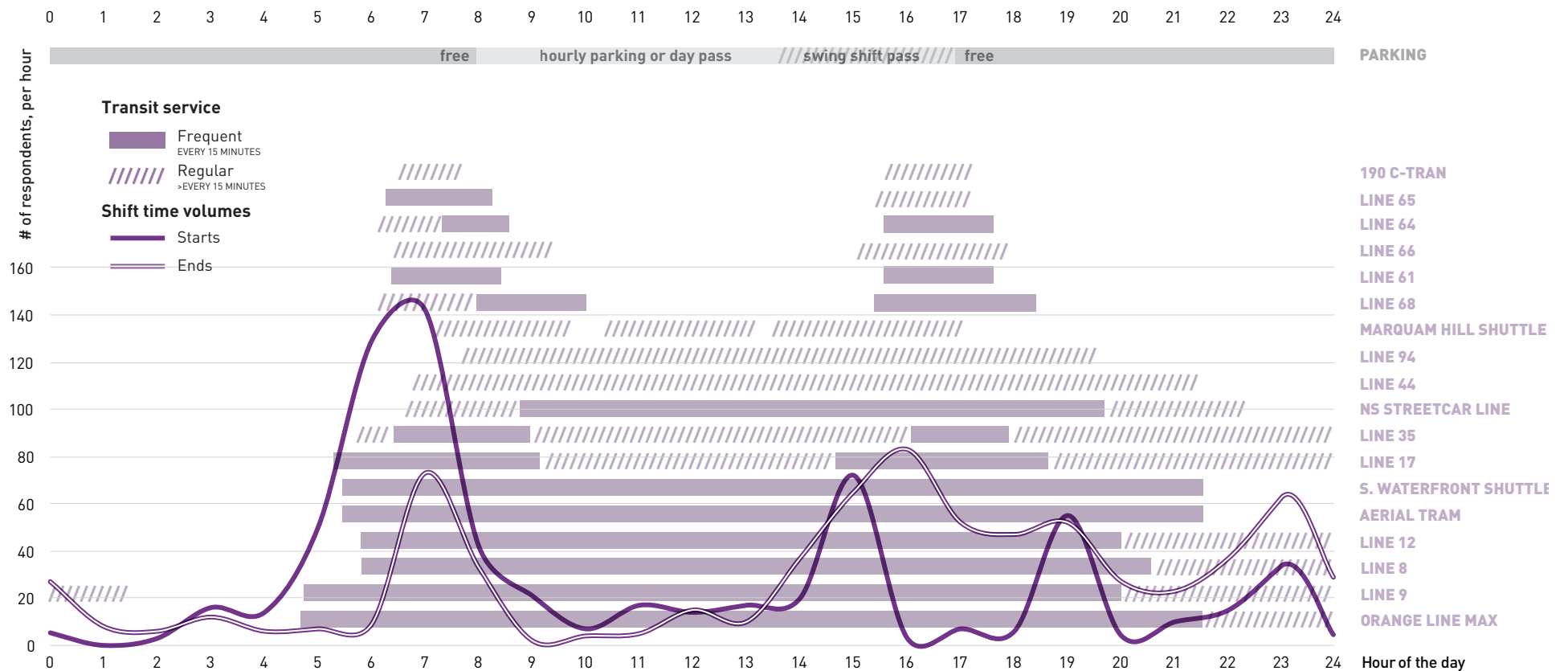
TEMPORAL AVAILABILITY

SHIFT START AND END TIMES + WEEKDAY TRANSIT AVAILABILITY

Employees who travel to OHSU at night daily, at least a few times a week, or on-call
n=703; 47% of respondents from the Night Access Plan Employee Survey

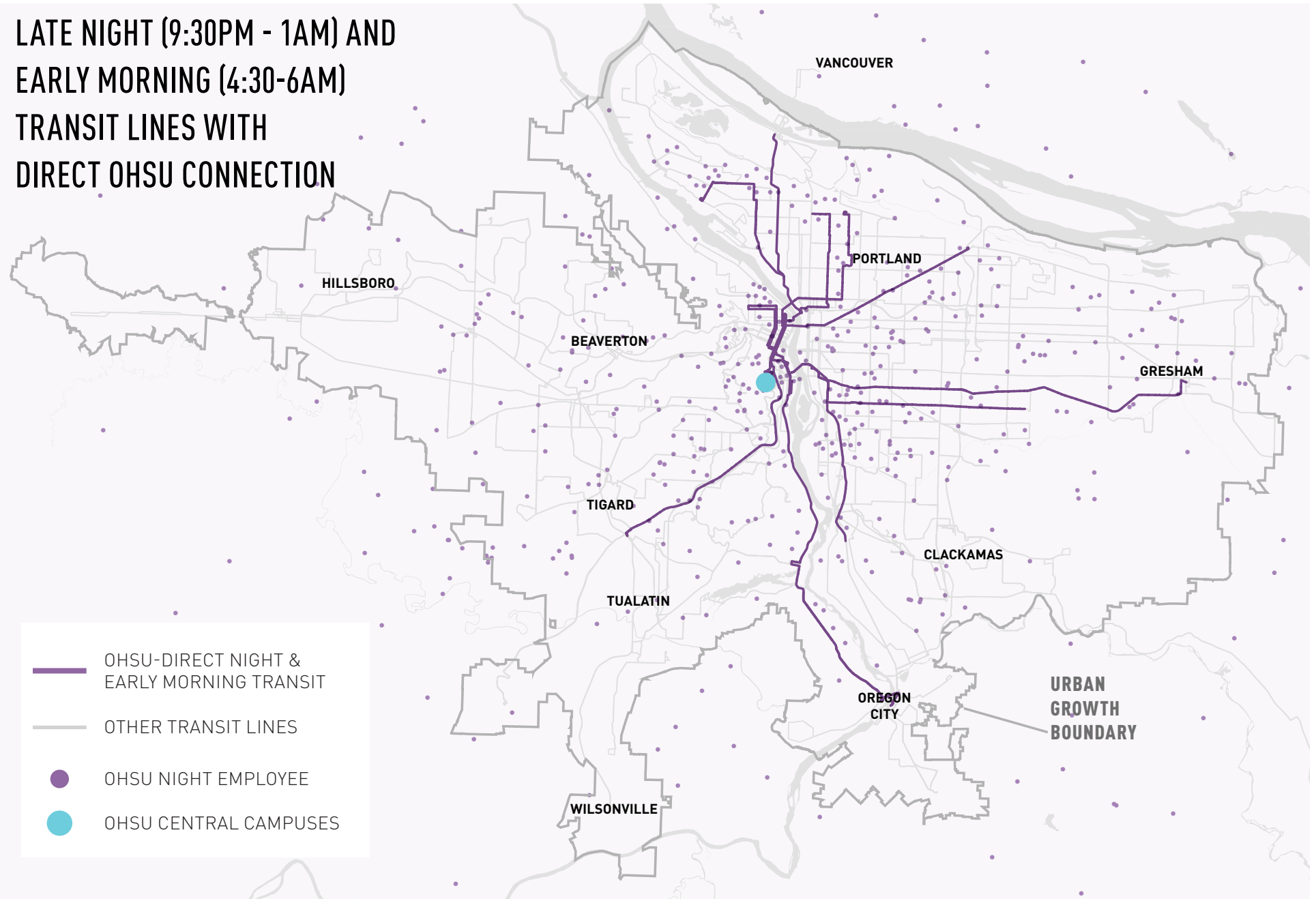
Availability
of options

Transportation
options to OHSU

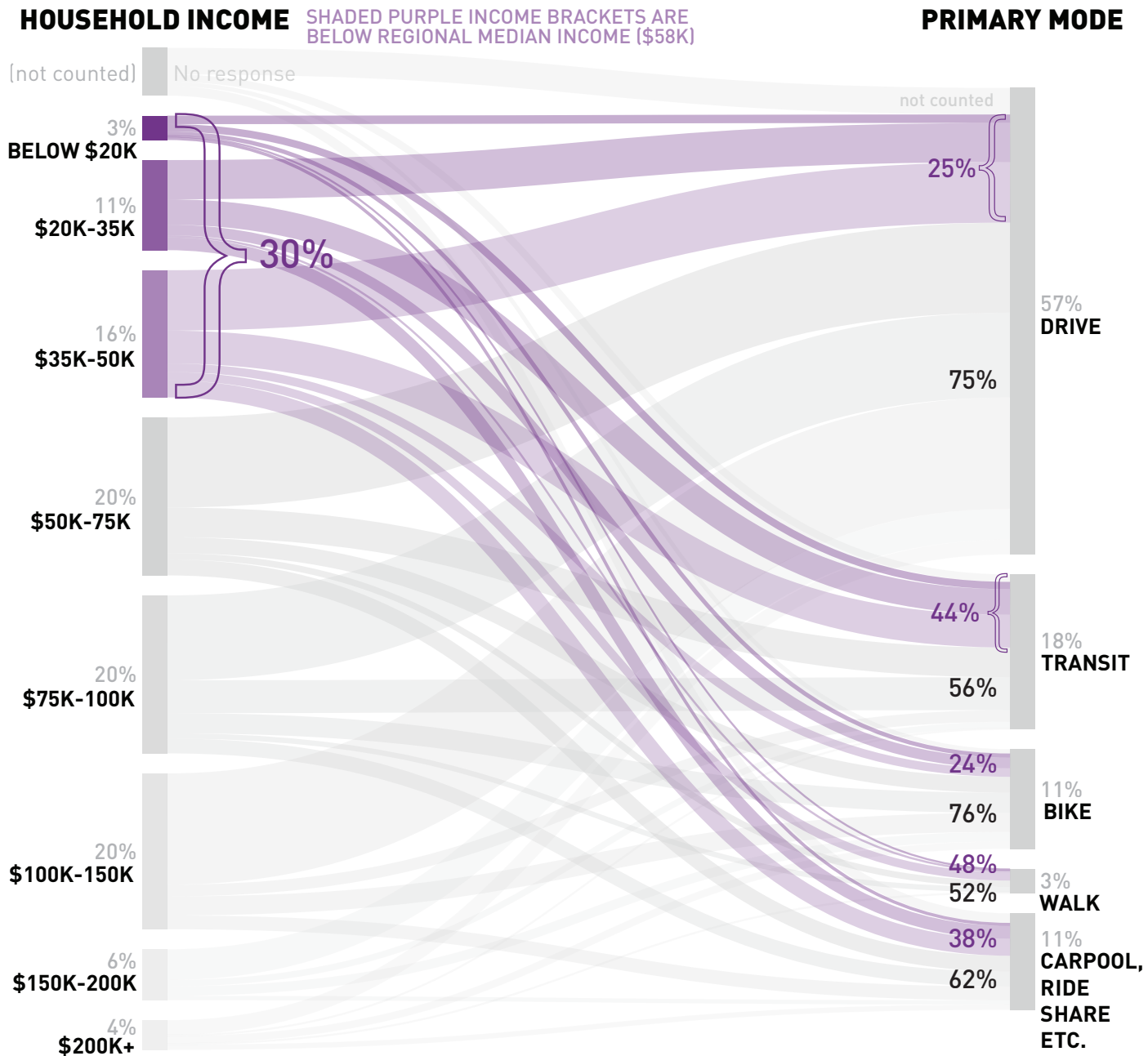


SPATIAL AVAILABILITY

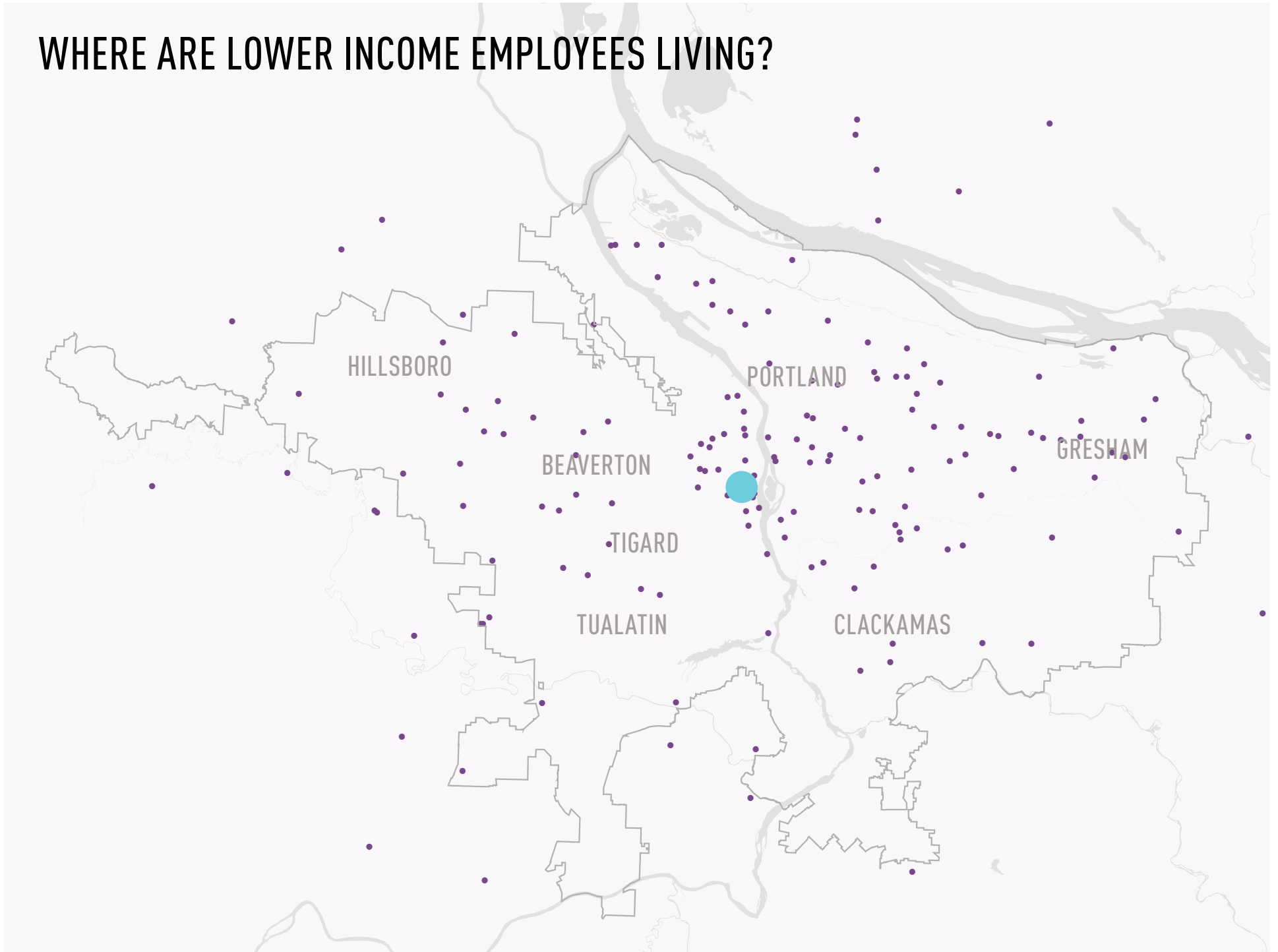
LATE NIGHT (9:30PM - 1AM) AND
EARLY MORNING (4:30-6AM)
TRANSIT LINES WITH
DIRECT OHSU CONNECTION



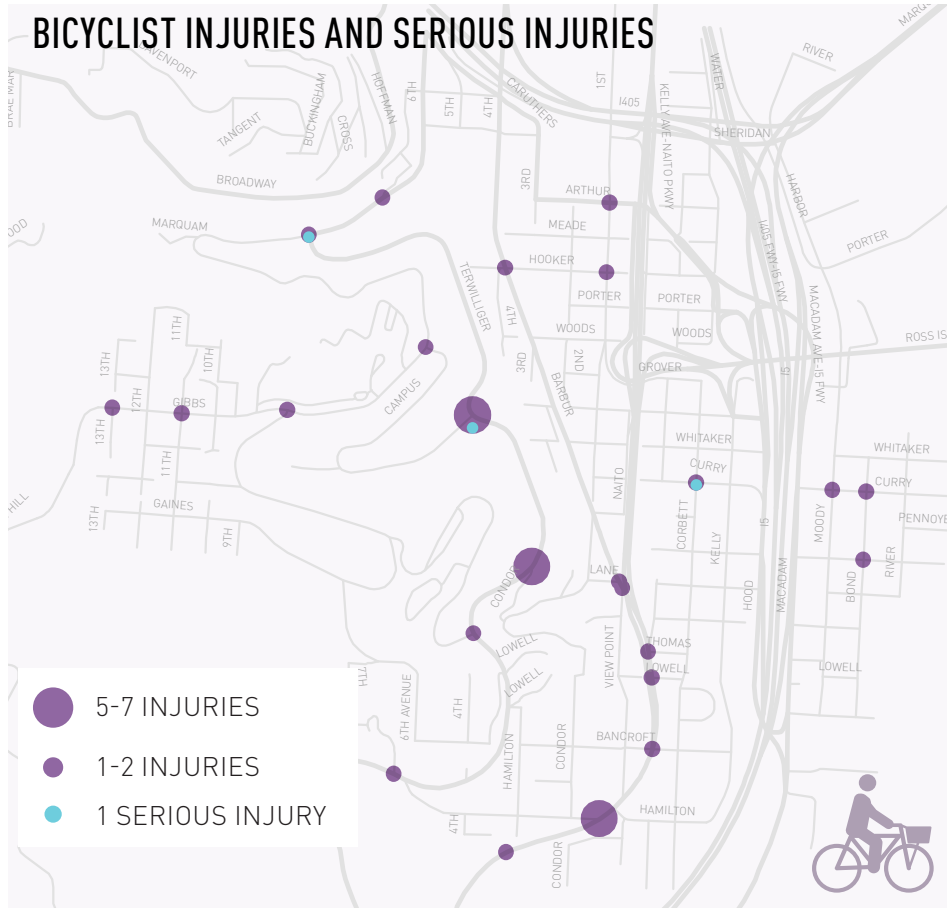
OPTION AFFORDABILITY



WHERE ARE LOWER INCOME EMPLOYEES LIVING?



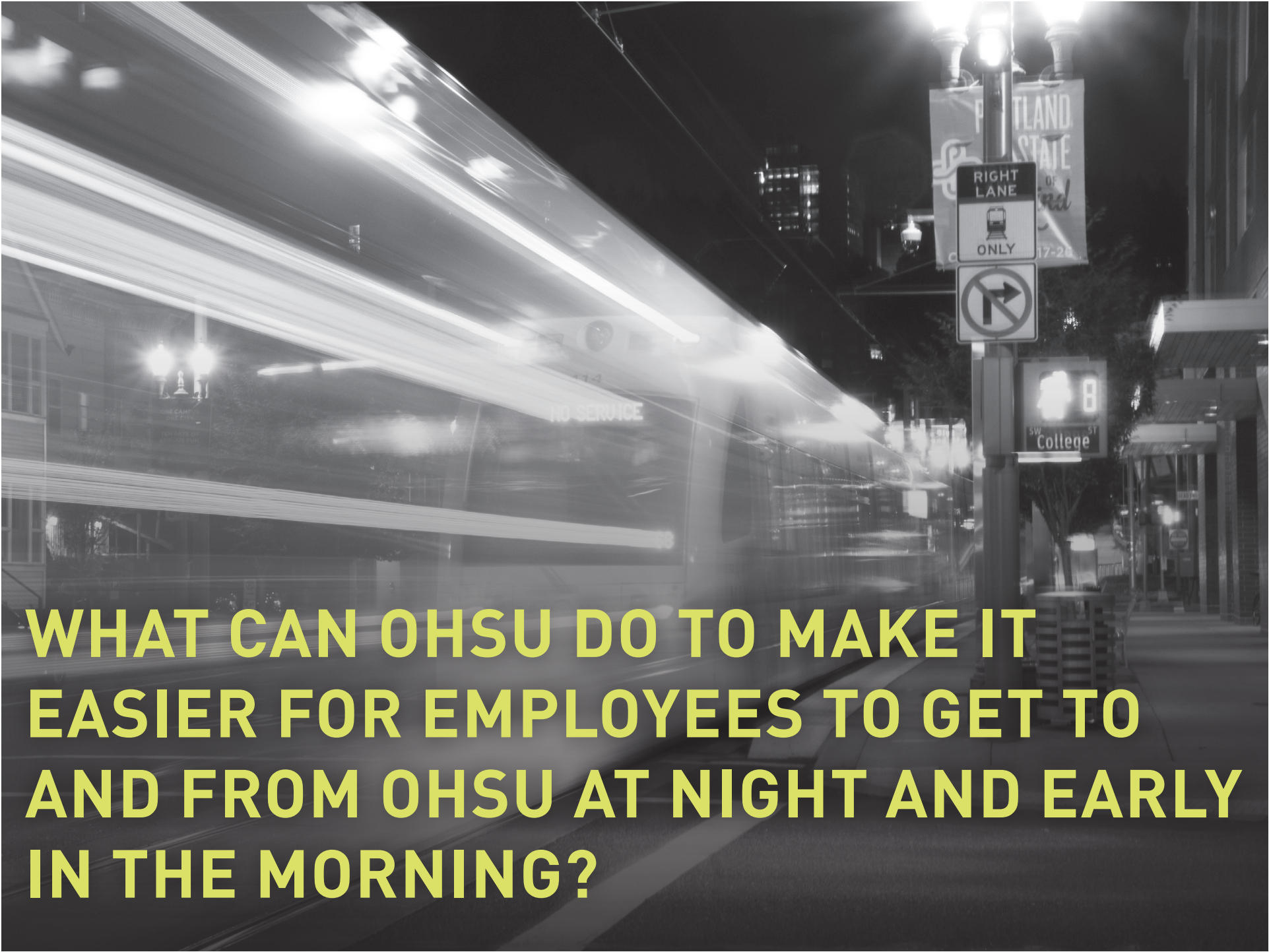
SAFETY











**WHAT CAN OHSU DO TO MAKE IT
EASIER FOR EMPLOYEES TO GET TO
AND FROM OHSU AT NIGHT AND EARLY
IN THE MORNING?**

RECOMMENDATIONS FRAMEWORK

STRATEGIES:

HOW TO MAKE IT EASIER

ACTIONS

Improve **safety**
for night commuters

Improve conditions for people
walking and biking to OHSU at night

Improve the
night campus environment

Improve **convenience**
for night commuters

Expand OHSU-sponsored transportation options to
fill night time gap in Tram and transit service

Educate the OHSU community about night
transportation opportunities and issues

Advocate for the best possible Metro Southwest
Corridor **Marquam-Hill-to-Downtown connection**

Improve **affordability**
for night commuters

Increase employees' options to **live in places with
better access** to OHSU

Prioritize parking for **night and early morning
commuters**

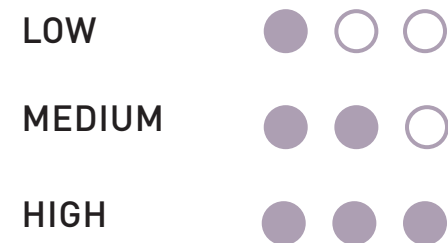
Incentivize
non-drive-alone commuting

EVALUATING RECOMMENDATIONS

Time



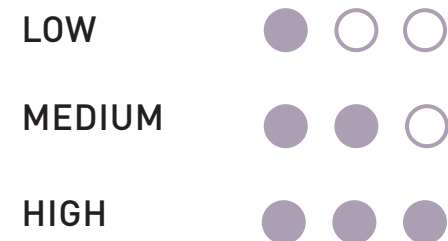
Impact



Cost



Equity impact



WB.10

WB: Improve conditions for people walking and biking to OHSU

Extend hours of Tram tower elevator

STRATEGY

SAFETY

PARTNERS

NONE

TIME



COST



IMPACT



EQUITY



*What would make it easier for you to get to OHSU at night? "Having the tram tower elevator operate during these [9PM to 6AM] times."
– NAP Employee Survey response*



This came up repeatedly in the NAP Employee Survey when we asked respondents about other issues they faced in accessing OHSU late at night or early in the morning that were not directly addressed in the survey. During Tram hours, this elevator is used as a shortcut to access many places on the hill. Since we are promoting more active and alternative modes of transportation with many of our recommendations, such as WB.3 Improve bike facilities in Garage E, not having access to this perceived short cut may impact even more employees traveling to and from OHSU late at night and early in the morning. Therefore, we are recommending that Transportation & Parking either work with Public Safety to find a way to provide access to this elevator, regardless of the time of day or whether or not the tram is running, or that Transportation & Parking work with the Wayfinding Committee to make it clear that there are other ways to get from the top of Garage E to the main hospital that are similar distance. This could be done with internal pedestrian wayfinding signage or an education campaign.

Next steps

Meet with Public Safety to determine what would need to happen to provide 24/7 access to the Tram tower elevator. If this is determined unreasonable then brainstorm alternative routes and ways to promote them with members of the Wayfinding Committee.

Associated Recommendations

- › WB.2 Improve wayfinding to Garage E
- › WB.3 Improve bike facilities in Garage E
- › WB.9 Improve pathway from SW Terwilliger Bus 8 stop to Garage E

Measures of Success

- › Increase in elevator usage over time
- › Increase in employees who feel biking and walking to OHSU at night is safe and easy

PACKAGING RECOMMENDATIONS

NO COLLABORATION

OHSU NIGHT ACCESS PLAN

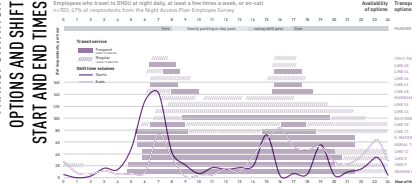
110

EC.3

EC: Educate the OHSU community about night transportation opportunities and issues
Educate OHSU shift managers about night transportation barriers and options to encourage coordinated shift schedules

STRATEGY	CONVENIENCE
PARTNERS	CAR2GO
TIME	● ○ ○
COST	● ○ ○
IMPACT	● ● ●
EQUITY	● ● ●

TRANSPORTATION OPTIONS AND SHIFT START AND END TIMES



Several employees expressed that if they missed an early connection or their carpool fell through, their only option was to be late for their shift and wait for the next available bus. An approach to prevent this is to reorganize OHSU shift schedules around times when transit is available. Developing and sharing guidelines with shift managers that show when and where available transportation options run late at night and early in the morning would allow them to better arrange employee start and end times when there are transportation means for them to utilize reliably. As OHSU hospital begins to move towards a "level-loading" approach to balance employee workloads to meet demand, there is opportunity to design this reorganization with a transportation lens in mind.

Conversations about work and transit schedules with department shift managers also provides opportunity to discuss how to connect shift start and end times with carpooling groups or biking and walking groups, an option that could be facilitated with better organization of those services [FG.4 Implement an internal carpool program, FG.5 Subsidize night employee rideshare options, WB.4 Organize bike trains for night commuters, WB.6 Organize night commuter walking groups]. Overall operations logistics can also be engaged in the conversation to facilitate relocating operations

towards the exterior of buildings to promote a sense of eyes on the street [NE.9 Gradually relocate OHSU nighttime operations to rooms towards the exterior of the building].

Next steps

Develop transportation "guideline" briefs that provide transit information. Convene and collaborate with department shift managers to identify areas to align work and transit schedules.

Associated recommendations

- › FG.4 Implement an internal carpool program
- › FG.5 Subsidize night employee rideshare options
- › WB.4 Organize bike trains for night commuters
- › WB.6 Organize night commuter walking groups
- › NE.9 Gradually relocate OHSU nighttime operations to rooms towards the exterior of the building

Measures of success

- › Increase in shift schedules that align with multiple transportation options
- › Increase in employees who walk, bike, take transit, and carpool/rideshare to OHSU at night

EXPRESS BARGAINS

NE.6

NE: Improve the night campus environment
Increase visibility of public safety staff

STRATEGY	SAFETY
PARTNERS	NONE
TIME	● ○ ○
COST	● ● ○
IMPACT	● ○ ○
EQUITY	● ○ ○

"I wonder if an increased presence of law enforcement would help with drivers who are not paying attention or care. I use crosswalks every day but still struggle with drivers of cars, cutting me off or not letting me cross. I almost got hit today."
~ NAP Employee Survey response

58% of NAP Employee Survey respondents who walk and bike stated that they have experienced issues with personal or traffic safety. An additional 12% of NAP Employee Survey respondents who drive stated that they have experienced issues with parking lot security and safety. Increasing the visibility of public safety staff will improve the safety and comfort of everyone on the central campuses, especially at night.

According to several employees, most Public Safety staff that are on campus at night stay close to the ER or are driving around in their unmarked vehicles. Research has shown that merely increasing the visibility of already existing Public Safety staff, by having them circulate to other areas of campus that are active at night, or more clearly marking their vehicles as security vehicles [painted logo on cars is not clearly visible at night] will discourage criminal behavior. Improving visibility of Public Safety staff will increase safety and comfort for those on the Marquam Hill Campus at night. Even though there are no current 24/7 buildings on the South Waterfront Campus, several individuals reported feeling unsafe on the newer campus after hours. They noted that the stretch on SW Moody between the School of Dentistry and the lower Tram platform can feel particularly unsafe. As OHSU continues to expand on the South Waterfront, both in terms of physical buildings and in terms of hours of operation, it will be important for them to increase the capacity and visibility of security staff on that campus as well.

In addition to presence it is important for public safety staff to be approachable and promote community interaction. This can be

done by not only have public safety staff in vehicles, but also on foot and bike. This additional presence and interaction will allow people walking, biking, or accessing their vehicles in the parking garages late at night to gain a better sense of safety.

In addition to having a greater presence on campus, Public Safety staff should also be available to enforce vehicle speeds and yielding to pedestrians crossing at intersections. Per PBOT, the recorded 85th percentile speed on SW Terwilliger is 37 MPH. The legal speed limit is 25 MPH, which indicates that speeds need to be better enforced. Everyone visiting OHSU, however they decide to travel is a pedestrian at some point of their trip. Having the Public Safety staff present and available to enforce driver behaviors would have a great impact of those traveling to, from, and around OHSU.

Next steps

Work with Campus Security to determine the optimal number of public safety staff that improves people's sense of safety. The optimal number could be derived from case studies from other campuses. Work with PBOT to set up time a "sting" to strongly enforce driver speed and failure to stop for pedestrians at intersections or crosswalks.

Associated recommendations

- › NE.4 Add public safety staff for safety escorts
- › EC.7 Organize an education campaign for safe driving at night and cost savings of choosing other modes

Measurement of success

- › Increased number of Public Safety surveillance rounds in campus areas active at night
- › Increased perceived safety reported by employees on campus
- › Reduced driving speeds, assessed via PBOT speed study

OHSU NIGHT ACCESS PLAN

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HIGH IMPACT

OHSU NIGHT ACCESS PLAN

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PP.1

PP: Prioritize parking for night and early morning commuters
Offer a new type of parking permit targeting reverse swing shift employees

STRATEGY	AFFORDABILITY
PARTNERS	NONE
TIME	● ○ ○
COST	● ○ ○
IMPACT	● ● ●
EQUITY	● ● ●

56% of NAP Recommendation Survey respondents said that a new type of parking permit based on transit availability would be the best way to prioritize parking for night and early morning commuters. OHSU currently offers a Swing Shift Permit, which allows those who work late into the night to park on campus without having to pay the full price for a day pass as long as they arrive after 1:30PM. The problem is that many shifts start before 1:30PM (for example, 11AM-11PM shifts), and end when transit is more difficult to catch or simply not available at all. Even more difficult are shifts that start before transit is running but extend into the daytime hours, which would require purchasing a full day of parking (for example, 4:30AM shifts that extend past 8AM). Individuals with these shifts have no choice but to drive to work and do not have a discounted paid-parking option.

Offering a parking permit based on transit availability acknowledges that driving is often the best or only available form of transportation for an employee. In this case, an efficient way to make this permit available would be to also implement recommendation PP.4 (Designating a specific lot for both swing and reverse swing shift employees). That way, a garage could remain at nearly full capacity throughout the day as shifts turnover around midday.

Since many people working overnight are lower paid, and because the reverse swing shift permit could be targeted to those with lower salaries, this could have a medium equity impact and high overall impact for night employees. This recommendation could also be implemented fairly quickly at relatively low cost, depending on how room is made in parking garages for the swing and reverse swing employees.

Next steps

Scan licence plates in typical overnight garages early in the morning (5AM) and compare those plates with ones that get picked up later in the morning (10AM). Completing this same procedure over a period of two weeks should give Transportation & Parking a better idea of how many people might be interested in this parking pass.

Associated recommendations

- › PP.3 Start an annual permit buyback program to encourage daytime employees to give up their parking permits
- › PP.4 Designate a specific garage, or specific parking spaces, for swing and reverse swing shift employees

Measures of success

- › Number of permits sold
- › Decrease in parking tickets/citations
- › Increase in employees from lower income households driving to OHSU at night
- › Increase in employees from lower income households who feel driving to OHSU at night is easy
- › Increased ratio of lower household income to higher household income employees who drive to OHSU at night

HIGH IMPACT RECOMMENDATIONS

- › PP.1 Offer a new type of parking permit targeting reverse swing shift employees
- › FG.6 Shift Aerial Tram hours to serve early morning employees
- › EC.3 Educate OHSU shift managers about night transportation barriers and options to encourage coordinated shift schedules
- › WB.11 Improve safety of nearby intersections
- › FG.5 Subsidize night employee rideshare options

PP.1

Offer a new type of parking permit targeting reverse swing shift employees

STRATEGY AFFORDABILITY

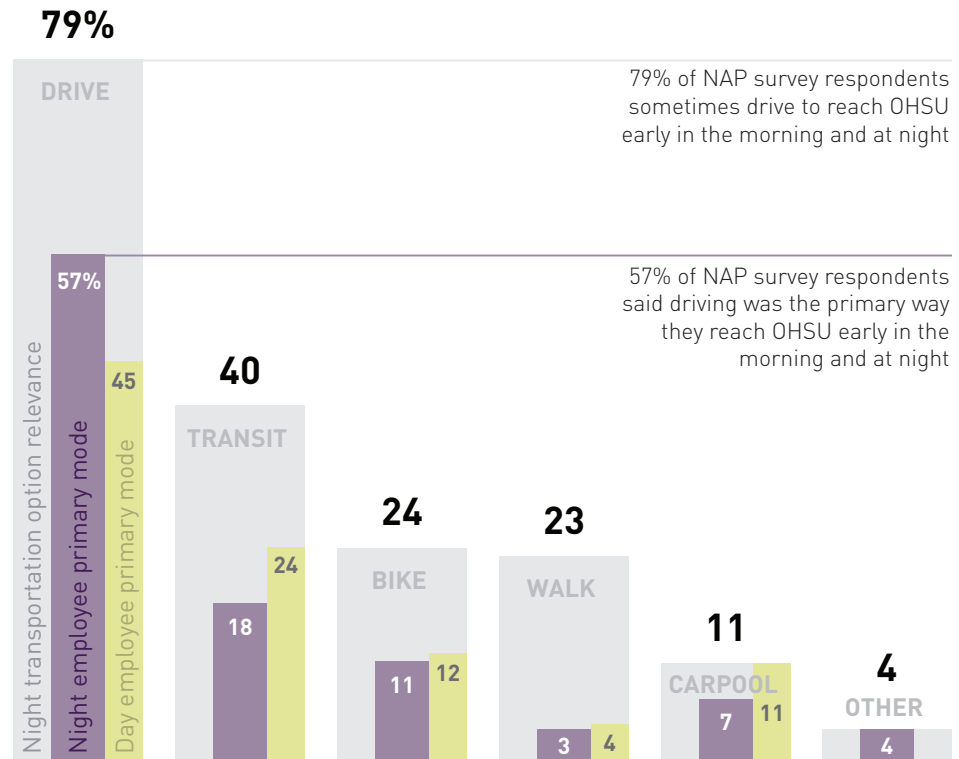
PARTNERS NONE

TIME ☒ ☐ ☐

COST ☒ ☐ ☐

IMPACT ☒ ☒ ☒

EQUITY ☒ ☒ ☐



Why high impact?

- › Will target those most impacted by lack of transit options
- › Will adapt as transit options change
- › Drive alone is still most common commute mode

EC.3

Educate OHSU shift managers about night transportation barriers and options to encourage coordinated shift schedules

STRATEGY

CONVENIENCE

PARTNERS

NONE

TIME



COST



IMPACT



EQUITY

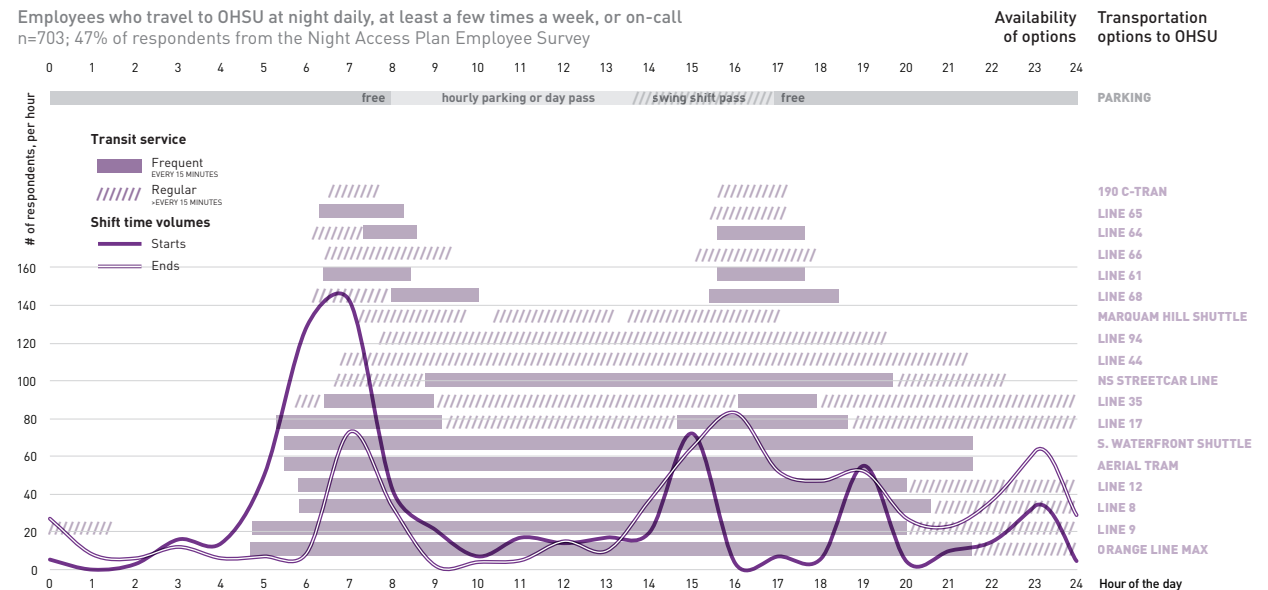


Associated recommendations

- › FG.4 Implement an internal carpool program
- › FG.5 Subsidize night employee rideshare options

WHAT OPTIONS ARE AVAILABLE FOR NIGHT AND EARLY MORNING EMPLOYEES?

Employees who travel to OHSU at night daily, at least a few times a week, or on-call
n=703; 47% of respondents from the Night Access Plan Employee Survey



Why high impact?

- › Small changes in shift start/end times could make transit more convenient
- › Coordinated shift start/end times could make carpooling more feasible

FG.5

Subsidize night employee rideshare options

STRATEGY

CONVENIENCE

PARTNERS

LYFT

TIME



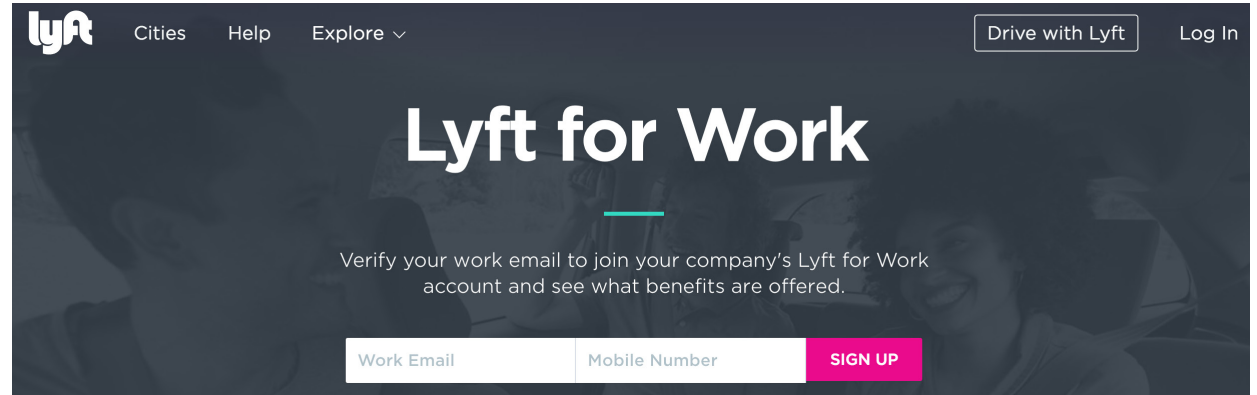
COST



IMPACT



EQUITY



Why high impact?

Multiple options address multiple issues

- › Run-on-demand service between central campuses
- › Run-on-demand service between central campuses & Park & Rides
- › Run-on-demand service between central campuses and employees homes

Institutional buy-in

“... as important as our nighttime economy is to our cultural and economic life, our nighttime transportation system doesn’t reflect that fact. Instead, the system is structured as if everyone went home before midnight and woke up after sunrise. Nighttime public transportation is often inadequate or non-existent.”

– Member, San Francisco Board of Supervisors



**THANK YOU FOR
YOUR TIME AND
ATTENTION!**

QUESTIONS?